MINUTES

Flagship Leaders Meeting

2nd June, 2016

2nd June, 2017

CGIAR is a global partnership that unites organizations engaged in research for a food-secure future. The CGIAR Research Program on Livestock provides research-based solutions to help smallholder farmers, pastoralists and agro-pastoralists transition to sustainable, resilient livelihoods and to productive enterprises that will help feed future generations. It aims to increase the productivity of livestock agri-food systems in sustainable ways, making meat, milk and eggs more available and affordable across the developing world. The Program brings together five core partners: the International Livestock Research Institute (ILRI) with a mandate on livestock; the International Center for Tropical Agriculture (CIAT), which works on forages; the International Center for Research in the Dry Areas (ICARDA), which works on small ruminants and dryland systems; the Swedish University of Agricultural Sciences (SLU) with expertise particularly in animal health and genetics and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) which connects research into development and innovation and scaling processes.

The Program thanks all donors and organizations who globally supported its work through their contributions to the [**CGIAR system**](http://www.cgiar.org/about-us/our-funders/)

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**Participants:**

Tom Randolph (PMU)

Ulf Magnusson (Livestock Health)

Steve Staal (LLAFS)

Michael Peters (Feeds & Forages)

Olivier Hanotte (Livestock Genetics)

Not present: Polly Ericksen (Livestock & the Environment)

A brief meeting was held at ILRI Addis the evening of June 2nd from 18:00-19:00 with the Flagship leaders participating in a leadership training course.

1. **Brief feedback on the leadership training**

The training was generally appreciated as a chance to reflect and to share the challenges at ILRI and in the CRP. For the non-ILRI participants, it was useful to get some insight into the ILRI management culture.

1. **Planning meeting schedule and SIP template**

Consistent with the planning and reporting cycle outlined at the last IMC/FL meeting, it is important that each flagship be holding their meetings by end of July for 2017 review and 2018 initial planning. Livestock & the Environment will be holding their meeting the following week. The other flagships will need to finalize dates as soon as possible.

The planning meetings will provide the opportunity for establishing the flagship Strategy & Implementation Plan (SIP). An initial outline has been circulated and will serve to structure the planning exercise. The SIP template and format is expected to evolve as the flagships generate lessons, but the basic purpose and components are not expected to change.

It was noted that budget scenarios are needed as soon as possible to frame the discussion of activities to undertake in 2018. Tom will provide these as soon as possible.

The issue was raised of the role of LLAFS as the home for the delivery research across the flagships. Steve will develop a proposal for the roles and boundaries.

1. **Flagship revisions**

Feeds & Forages and LLAFS have compiled and analysed the exchanges with ISPC. F&F has revised the flagship proposal accordingly.

To facilitate internal and external review and clarification by ISPC, it was agreed to:

* Listing the ISPC comments, focusing on the final comments from September 2016, together with any earlier comments considered relevant to those specific points. Then for each point:
  + A summary of what we understand the issue to be – in our words
  + Our strategy for responding and how we will reflect our response in the revised flagship proposal
* Use this for a quick internal review of the key points (PMC, FLs, ILRI IMC)
* Use the listing of ISPC comments and our summary of the issue to seek clarification from ISPC (“have we characterized the reviewers’ concerns accurately?”)
* During this process the flagships draft their revisions to the flagship proposal and highlight any implications for the overall CRP
  + F&F has already done their revisions
  + LLAFS is discussing a major restructuring of the flagship clusters as necessary to address the ISPC concerns. This will be shared as a proposal and agreed as the revisions are being prepared.
* Any final revisions would be completed by end of June to allow review by a few external reviewers as well as by PMC, ILRI IMC and Board during the first week of July, leaving two weeks for final revisions (and one week to finalize).

1. **M&E and MARLO**

The Performance & Partnership Manager has been selected and the recruitment finalized. Once on board – which should be by July 1st -- that person’s initial priorities will be:

* To work with Jane to make sure the FLs have completed the initial MARLO exercise.
* To start developing our strategy for designing appropriate baseline activities. This will require strong involvement of the FLs to understand the appropriate measures for assessing their flagship outcomes and eventual impacts.
* It will be too late to support development of the ToC and the associated evidence base during the upcoming planning meetings, so that may need to be done as a separate exercise in the second half of the year

1. **SIF and assessments**

The status of the SIF approvals was reviewed. It was noted that the SIF activities involve a number of assessments (youth, gender, capdev, business orientation, M&E) that focus both on the priority countries and the flagship: facilitating by the FLs of these assessments when consulting the flagships will be appreciated.

1. **ISC**

An update on the identification of candidate Independent Steering Committee members was shared.

1. **Bilateral project management**

The proposed strategy for managing bilateral projects has been circulated for comment.

The meeting ended at 18:58.